

REVEREND CLERGY, DISTINGUISHED MEMBERS OF THE CITY COUNCIL, SCHOOL COMMITTEE, ELECTRIC LIGHT COMMISSION, LIBRARY TRUSTEES, PUBLIC OFFICIALS, FAMILY, FRIENDS AND CITIZENS OF PEABODY. IT IS A DISTINCT PRIVILEGE AND HONOR FOR ME TO STAND BEFORE YOU TONIGHT AS YOUR MAYOR, AT THIS, THE 39TH INAUGURAL IN THE HISTORY OF OUR CITY. THE OATH OF OFFICE TAKEN TONIGHT IS DONE SO WITH A DEEP SENSE OF PRIDE AND COMMITMENT, AND OFFICIALLY STARTS MY NEW TERM OF OFFICE. TONIGHT, ALSO MARKS A NEW BEGINNING FOR SEVERAL PEOPLE WHO WILL BE SERVING IN GOVERNMENT FOR THE FIRST TIME. I WANT TO TAKE THIS OPPORTUNITY TO WELCOME ALL OF YOU ABOARD. I LOOK FORWARD TO WORKING WITH YOU IN MEETING THE CHALLENGES WE WILL BE FACING OVER THE NEXT TWO YEARS.

CONGRATULATIONS TO EDWARD QUINN, THE NEW COUNCIL PRESIDENT. I AM SURE WE WILL WORK TOGETHER IN DEVELOPING SOLUTIONS TO THE MANY ISSUES WE WILL BE FACING. ALSO, CONGRATULATIONS TO LAST YEAR'S COUNCIL PRESIDENT, ROBERT MAGUIRE, FOR A JOB WELL DONE.

I HAVE HAD THE HONOR AND PRIVILEGE OF BEING THE LONGEST SITTING MAYOR IN THE HISTORY OF THE CITY. IN PAST INAUGURALS I HAVE TALKED TO YOU ABOUT HIGH INFLATION AND UNEMPLOYMENT OF THE LATE SEVENTIES AND EARLY EIGHTIES, AS WELL AS, THE BOOMING ECONOMY OF THE MID-EIGHTIES. TONIGHT I AM HERE TO TALK TO YOU

ABOUT OUR RESPONSIBILITIES. AS WE APPROACH THE THRESHOLD OF THE 21ST CENTURY, THOSE OF US WHO HAVE TAKEN THE OATH OF OFFICE TONIGHT HAVE AN OBLIGATION TO THE PEOPLE OF THIS CITY. OUR RESPONSIBILITY IS TO PRUDENTLY MANAGE THE AFFAIRS OF OUR COMMUNITY, THEREBY AVOIDING THE MANY PROBLEMS PLAGUING SO MANY OTHER COMMUNITIES.

AS WE START THIS NEW TERM, IT MAY SERVE SOME PURPOSE TO LOOK BEYOND PEABODY TO WHAT IS HAPPENING IN OTHER CITIES AND TOWNS. MANY COMMUNITIES ACROSS THE COMMONWEALTH ARE EXPERIENCING DETERIORATING GOVERNMENT SERVICES, OR ARE ON THE VERGE OF FINANCIAL DISASTER. ALL TOO OFTEN, WE ARE SEEING TURMOIL WITHIN THE STRUCTURE OF LOCAL GOVERNMENT, THAT ONLY ADDS TO THE PROBLEMS RATHER THAN WORKING TO CORRECT THEM. AS CITY OFFICIALS, WE MUST STRIVE TO AVOID SIMILAR PROBLEMS. THERE IS NO ROOM DURING THESE DIFFICULT TIMES FOR PETTY POLITICS. THE ROAD AHEAD OF US WILL BE CHALLENGING, BUT WE MUST CONTINUE TO WORK TOGETHER.

I WOULD LIKE TO TAKE THIS OPPORTUNITY TO HIGHLIGHT A FEW OF MY ACCOMPLISHMENTS DURING THIS PAST TERM OF OFFICE. FINANCING GOVERNMENT IN A RESPONSIBLE FASHION WITH THE PRUDENT SPENDING OF PUBLIC FUNDS HAS ALWAYS BEEN ONE OF MY MAJOR GOALS. IN THIS REGARD, PEABODY HAS DONE WELL. WE HAVE HAD A STABILIZED TAX RATE FOR FOURTEEN (14) YEARS AND THIS PAST YEAR WE

WERE ABLE TO GIVE OUR CITIZENS A 6% TAX DECREASE.

OUR BOND RATING HAS BEEN RAISED BY MOODY INVESTMENT SERVICE, INC. AND STANDARD & POORS. BOTH ARE PRESTIGIOUS RATING AGENCIES. MOODY'S HAS REVIEWED THE CREDIT RATING OF THE CITY OF PEABODY AND PUBLISHED IN THEIR CREDIT REPORT, THE FOLLOWING, AND I QUOTE, "A NOW LONG ESTABLISHED TREND OF STRONG FINANCIAL MANAGEMENT, . . . PROVIDE[S] HIGH QUALITY SECURITY FOR THE CITY'S GENERAL OBLIGATION DEBT. ACCORDINGLY, THE RATING IS REVISED FROM A1 TO AA. PEABODY'S LARGE EXCESS LEVY CAPACITY . . . AND ITS SUBSTANTIAL GENERAL FUND AND STABILIZATION RESERVES, TOGETHER PROVIDE FINANCIAL FLEXIBILITY UNPARALLELED IN THE COMMONWEALTH . FURTHER TESTAMENT TO THE CITY'S LONG-STANDING POLICY OF CONSERVATIVE FINANCIAL MANAGEMENT IS THE MAINTENANCE OF THIS FLEXIBILITY DURING A TIME OF FINANCIAL STRESS FOR MANY LOCALITIES, AND THE FACT THAT MANAGEMENT HAS NOT HAD TO RESORT TO LAYOFFS AND SERVICE REDUCTIONS DEMONSTRATES THEIR ABILITY TO WEATHER BOTH ECONOMIC DOWNTURNS AS WELL AS POTENTIAL REDUCTIONS IN LOCAL AID."

WE HAVE COME A LONG WAY IN REGARDS TO OUR FINANCES. TO LET OUR GUARD DOWN AND SLIDE BACK INTO FISCAL STRESS WOULD BE TOTALLY IRRESPONSIBLE ON OUR PART.

IN ADDITION TO OUR FISCAL STRENGTH, WE HAVE ACCOMPLISHED MANY OTHER THINGS OVER THE PAST TWO YEARS. THE NEW LEATHER

CITY COMMON WHICH I TALKED ABOUT IN MY LAST INAUGURAL IS COMPLETE, AND HAS PROVIDED PASSIVE RECREATION, INCLUDING WELL RECEIVED CONCERTS.

THE PARKING LOTS ON CENTRAL AND FOSTER STREETS HAVE BEEN REHABILITATED, ADDING TO THE DOWNTOWN IMPROVEMENTS.

THE NORTH RIVER NEIGHBORHOOD PLAN, IS WELL UNDERWAY. THE DESIGN COMPETITION, PHASE I AND PHASE II HAVE BEEN COMPLETED.

OUR PILOT BUS PROGRAM IS PROGRESSING VERY WELL AND WE ARE LOOKING TO EXPAND THE PROGRAM THIS COMING YEAR.

THE TWO HAZARDOUS ELIMINATION PROGRAMS AT THE INTERSECTION OF ROUTE ONE AND LOWELL STREET AND THE INTERSECTION OF FOREST AND LOWELL STREETS HAVE BEEN COMPLETED, PROVIDING IMPROVED MOBILITY AND SAFETY.

THE CRYSTAL LAKE IMPROVEMENT PROGRAM HAS BEGUN AND WE HAVE ADDED 9 MORE ACRES TO OUR OPEN SPACE INVENTORY.

WE STARTED OUR CITY WIDE CURBSIDE RECYCLING PROGRAM. THE AMOUNT OF MATERIALS BEING RECYCLED IS INCREASING AND OUR CITIZENS' PARTICIPATION IS MAKING THIS PROGRAM A HUGE SUCCESS.

THE CONSTRUCTION OF OUR LEAF COMPOSTING FACILITY HAS BEEN COMPLETED AND IS NOW OPERATIONAL, THEREBY PROVIDING A SOURCE OF USABLE COMPOSTING MATERIAL AND AT THE SAME TIME REDUCING THE COST OF DISPOSAL.

THE NEW NORTHSORE MALL, THE LARGEST SINGLE CONSTRUCTION PROJECT IN THE HISTORY OF THE CITY, IS NEAR COMPLETION. IT IS GRATIFYING TO KNOW THAT THE BUSINESS COMMUNITY HAS THE CONFIDENCE TO INVEST \$70 MILLION DOLLARS IN NEW CONSTRUCTION IN OUR CITY.

THROUGH OUR COMMUNITY DEVELOPMENT LOAN PROGRAM WE PROVIDED \$1,442,000 DOLLARS IN LOANS WHICH LEVERAGED \$9.4 MILLION DOLLARS IN PRIVATE INVESTMENT AND CREATED A BROADER TAX BASE AS WELL AS NEW JOB OPPORTUNITIES. I AM PLEASED THAT WE WERE ABLE TO GRANT LOANS TO FIRST TIME HOMEBUYERS THROUGH OUR SOFT SECOND LOAN PROGRAM. THIS PAST YEAR WE WERE ABLE TO GRANT 25 FAMILIES LOANS WHICH HELPED THEM INTO THE HOUSING MARKET, ALLOWING THEM TO FULFILL THE GREAT AMERICAN DREAM.

PEABODY WAS ALSO SELECTED AS THE LEAD COMMUNITY FOR THE ESSEX COUNTY HOME CONSORTIUM. THIS INVOLVES 19 COMMUNITIES WHO HAVE RECEIVED FEDERAL FUNDS TO PROVIDE FOR AFFORDABLE HOUSING. THE FUNDS ARE ADMINISTERED BY THE CITY OF PEABODY.

OUR TOTAL QUALITY MANAGEMENT PROGRAM WHICH BEGAN LAST YEAR IS UNDERWAY AND PROGRESSING VERY WELL, WITH SEVERAL PILOT PROGRAMS CURRENTLY BEING DEVELOPED.

I BELIEVE MUCH HAS BEEN ACCOMPLISHED BUT MUCH REMAINS TO BE DONE. IN ORDER TO CONTINUE TO MOVE OUR CITY FORWARD IT WILL REQUIRE MAKING TOUGH DECISIONS. WHAT APPEARS TO BE THE

MOST POPULAR DECISION MAY NOT NECESSARILY BE THE RIGHT ONE. WE CANNOT ALLOW EMOTIONS TO PREVAIL OVER SUBSTANTIVE INFORMATION IN MAKING OUR DECISIONS, HOWEVER DIFFICULT THEY MAY APPEAR.

I WANT TO REINFORCE THIS STATEMENT WITH A QUOTE MADE BY PRESIDENT TRUMAN, "A MAN WHO IS INFLUENCED BY THE POLLS OR IS AFRAID TO MAKE DECISIONS WHICH MAY MAKE HIM UNPOPULAR IS NOT A MAN TO REPRESENT THE WELFARE OF THE COUNTRY!"

AS WE START THIS TERM OF OFFICE LET US REVIEW SOME OF THE ISSUES WE NEED TO ADDRESS. FIRST AND FOREMOST IS THE MANAGEMENT OF OUR FINANCES. NEEDLESS TO SAY WITHOUT SUFFICIENT RESOURCES THERE WOULD BE A NEGATIVE IMPACT ON THE QUALITY OF LIFE IN OUR COMMUNITY. WE WILL CONTINUE THE SAME TYPE OF APPROACH AS IN THE PAST, SCRUTINIZING EVERY DOLLAR SPENT AND MAKING SURE THEY ARE SPENT PRUDENTLY AND FOR SPECIFIC USEFUL PURPOSES.

OUR FINANCIAL TEAM LED BY THE DIRECTOR OF FINANCE, PATRICIA SCHAFFER, HAS DONE AN OUTSTANDING JOB AND IS CONSTANTLY LOOKING FOR NEW AND BETTER WAYS OF MANAGING THE FINANCIAL AFFAIRS OF OUR CITY.

OVER THE NEXT TWO YEARS AND BEYOND THERE ARE TWO ISSUES WE MUST BRING UNDER CONTROL . THE FIRST IS THE CONSTRUCTION OF THE SECONDARY TREATMENT PLANT AT S.E.S.D. WHICH WILL CLEAN UP

SALEM HARBOR. THE SECOND IS THE NEW PEABODY WATER TREATMENT PLANT NOW UNDER FINAL DESIGN. THIS NEW PLANT WILL PROVIDE QUALITY DRINKING WATER AND CAPACITY WELL INTO THE 21ST CENTURY. CONSTRUCTION IS SCHEDULED TO START LATER THIS YEAR.

BOTH PROGRAMS ARE FEDERAL MANDATES AND NO ONE CAN ARGUE THE MERITS OF EITHER ONE. IT WOULD NOT BE AN EXAGGERATION TO SAY WITHOUT FINANCIAL ASSISTANCE FROM THE STATE AND FEDERAL GOVERNMENT THE IMPACT TO RESIDENTS AS WELL AS BUSINESS WOULD BE DEVASTATING. THIS YEAR THE FINAL COST ALLOCATIONS FOR EACH COMMUNITY WILL BE DETERMINED AS TO WHAT PORTION OF THE \$250 MILLION DOLLAR PROJECT EACH MEMBER WILL PAY. THE NEW WATER TREATMENT FACILITY WHICH CARRIES A PRICE TAG OF SOME \$12 MILLION DOLLARS COULD BE MANAGEABLE THROUGH THE RATE STRUCTURE IF WERE NOT FOR THE S.E.S.D. ISSUE. THE QUESTION IS ONE OF FAIRNESS IN TERMS OF HOW TO FUND BOTH PROGRAMS.

AS WE PREPARE TO ENTER THE 21ST CENTURY WE MUST THINK BEYOND TODAY. WE OWE IT TO THE NEXT GENERATION TO BUILD A SOLID FOUNDATION THAT WILL GIVE THEM THE OPPORTUNITY FOR A DECENT QUALITY OF LIFE AND A POSITIVE FUTURE.

AS WE CLEAN OUR HARBORS AND BUILD OUR NEW WATER TREATMENT PLANTS THERE ARE ALSO OTHER ISSUES TO DEAL WITH WHICH IMPACT THE QUALITY OF LIFE.

IN THE AREA OF EDUCATION WE MUST STRIVE TO BE THE VERY

BEST WE CAN BE. ONCE AGAIN, THIS PAST YEAR WE WERE ABLE TO CONTINUE ALL OUR SCHOOL PROGRAMS, AVOID ANY REDUCTIONS IN STAFF, AND MAINTAIN AVERAGE CLASS SIZES IN THE ELEMENTARY LEVEL OF 20 STUDENTS PER CLASS. WE ALSO AGAIN AVOIDED THE IMPOSITION OF USER FEES FOR ATHLETICS, TRANSPORTATION AND EXTRACURRICULAR ACTIVITIES.

OVER THE PAST FEW YEARS \$3 MILLION DOLLARS OUTSIDE THE SCHOOL BUDGET HAS BEEN APPROPRIATED FOR SCHOOL CAPITAL PROJECTS. THIS YEAR AN ADDITIONAL \$2 MILLION DOLLARS WILL BE ALLOCATED FOR SCHOOL IMPROVEMENTS, INCLUDING FURNITURE, EQUIPMENT, LANDSCAPING AND GENERAL COSMETICS, TO CREATE A BETTER LEARNING ENVIRONMENT FOR OUR TEACHERS AND STUDENTS. WE ALSO WILL BE WORKING TO IMPLEMENT THE NEWLY APPROVED EDUCATION REFORM ACT WITH THE LEAST AMOUNT OF DISRUPTION. IN THE LAST SEVERAL YEARS THE PERCENTAGE OF THE TOTAL CITY BUDGET ALLOCATED FOR EDUCATION HAS GROWN FROM 39% PERCENT TO 44% AND IS PROJECTED TO BE CLOSE TO 50% IN THE NEXT SCHOOL YEAR.

WHILE ON THE SUBJECT OF EDUCATION, OUR LIBRARIES PLAY A MAJOR ROLE FOR STUDENTS AT ALL LEVELS AS WELL AS THE COMMUNITY AT LARGE. THIS ADMINISTRATION HAS MADE A MAJOR COMMITMENT OVER THE YEARS TO IMPROVING THE QUALITY OF OUR LIBRARIES, FROM BUILDING A NEW WEST BRANCH LIBRARY TO ALLOCATING FUNDS FOR THOUSANDS OF NEW BOOKS AND SUBSCRIPTIONS.

I AM PLEASED THAT THE RECENT ANNUAL REPORT OF THE PEABODY INSTITUTE LIBRARY INDICATES A DRAMATIC INCREASE IN CIRCULATION ACTIVITY AS WELL AS INCREASES IN ATTENDANCE AT SPECIAL PROGRAMS.

IT IS DURING DIFFICULT ECONOMIC TIMES THAT RESIDENTS RELY MORE HEAVILY ON LIBRARY RESOURCES. THEREFORE, I WILL BE RECOMMENDING TO THE CITY COUNCIL THAT AN ADDITIONAL \$100,000 DOLLARS BE TRANSFERRED TO THE LIBRARY BOOK ACCOUNT TO FURTHER EXPAND OUR COLLECTION OF BOOKS, SUBSCRIPTIONS AND REFERENCE MATERIALS.

AS WE ATTEMPT TO MEET THE NEEDS OF ALL OUR CITIZENS, THE MAJOR INCREASE IN THE NUMBER OF YOUTH PARTICIPATING IN THE SOCCER PROGRAM, NOW APPROXIMATELY 1,300, DICTATES THE NEED TO PROVIDE ADEQUATE FACILITIES. TO MEET THESE NEEDS, I HAVE INSTRUCTED BOTH THE COMMUNITY DEVELOPMENT DEPARTMENT AND THE PARK DEPARTMENT TO COMPLETE THE PLANS TO BUILD A NEW SOCCER FIELD AND BASEBALL DIAMOND AT RADDIN PARK. THIS NEW DIAMOND WILL REPLACE THE DIAMOND AT THE KENNEDY FIELD WHICH WILL BE TRANSFORMED INTO A NEW SOCCER FIELD. I WILL BE ASKING THE CITY COUNCIL TO TRANSFER \$200,000 DOLLARS TO IMPLEMENT THIS PROGRAM.

WE WILL BE COMMITTING AN ADDITIONAL \$100,000 DOLLARS TO ADD PLAYGROUND EQUIPMENT TO OUR PARKS, AS WELL AS REPLACE OLD

EQUIPMENT. IT IS MY GOAL TO PROVIDE FOR ALL OUR CITIZENS' RECREATIONAL OPPORTUNITIES THAT MEET THEIR NEEDS AND ADDS TO THE QUALITY OF LIFE OF A COMMUNITY.

THIS YEAR THE DESIGN WORK WILL BEGIN ON WIDENING THE ANDOVER STREET BRIDGE AND MAJOR TRAFFIC IMPROVEMENTS IN WILSON SQUARE.

CURRENTLY WE HAVE AN APPLICATION WITH THE ARMY CORP OF ENGINEERS TO ALLOW US TO DREDGE AND CLEAN CRYSTAL LAKE AND MAKE IT A FIRST CLASS WATER BASED RECREATIONAL FACILITY. WE HOPE TO START THIS PROJECT ONCE APPROVALS ARE FORTHCOMING.

THE NEXT TWO YEARS, WE WILL BE WORKING TO IMPLEMENT ADDITIONAL PHASES OF THE NORTH RIVER PROJECT, TO CREATE AN ECONOMIC CORRIDOR AS WELL AS ADDITIONAL RECREATION AREAS.

THIS SPRING WE WILL BE EXPANDING THE DOWNTOWN IMPROVEMENTS TO INCLUDE FOSTER STREET. THIS WILL INCLUDE NEW SIDEWALKS AND CURBING, TREE PLANTINGS, AND INCENTIVE FINANCING TO ENCOURAGE INVESTMENT IN THE AREA. THE FIRST \$200,000 DOLLARS WILL COME FROM A COMBINATION OF GRANT AND CITY FUNDS.

THIS YEAR WE HOPE TO EXPAND THE PILOT BUS PROGRAM TO WEST PEABODY AND PROVIDE PUBLIC TRANSPORTATION THAT WILL TIE INTO THE SALEM M.B.T.A. STATION AS WELL AS THE LOCAL EMPLOYMENT CENTERS.

WE HAVE COMPLETED OUR FIRST YEAR MANAGING THE MCVANN-

O'KEEFE MEMORIAL SKATING RINK. SEVERAL MAJOR IMPROVEMENTS TO THE FACILITY AS WELL AS THE SURROUNDING AREA AND PARKING LOTS HAVE BEEN MADE. WE ANTICIPATE GREAT CONTINUED SUCCESS IN THE COMING YEAR.

OUR VISION OF PEABODY BECOMING A MEDICAL CENTER IS RAPIDLY BECOMING A REALITY. SOMETIME NEXT FALL, LAHEY CLINIC WILL BE MOVING INTO THEIR NEW STATE-OF-THE-ART FACILITY WHICH WILL PROVIDE US WITH THE FINEST IN HEALTH CARE SERVICES. TRANSITIONAL HEALTH CARE HAS NOW TAKEN OVER J.B. THOMAS HOSPITAL AND WILL BE PROVIDING ADDITIONAL ACUTE CARE SERVICE AT THE KING STREET LOCATION. WHEN YOU ADD THESE TWO FACILITIES TO THE OTHER PROVIDERS ALREADY LOCATED HERE, PEABODY WILL CERTAINLY PLAY A MAJOR ROLE IN PROVIDING HEALTH CARE TO THE REGION.

SINCE OUR LAST INAUGURAL WE CELEBRATED THE TENTH ANNIVERSARY OF BOTH THE PRIDE IN PEABODY PROGRAM AND THE INTERNATIONAL FESTIVAL. I BELIEVE BOTH PROGRAMS SPEAK VOLUMES OF WHAT THIS GREAT CITY OF OURS IS ALL ABOUT: PRIDE, DIVERSITY, RESPECT FOR EACH OTHERS CULTURE, TRADITION AND ETHNICITY. PEABODY TRULY IS A CARING COMMUNITY.

THE NEXT TWO YEARS WILL SEE THE CONTINUATION AND ENHANCEMENT OF COMMUNITY PROGRAMS SUCH AS PRIDE IN PEABODY, THE INTERNATIONAL FESTIVAL, THE HARVEST FESTIVAL AND THE

ANNUAL HOLIDAY FESTIVAL. OUR CONCERT SERIES, BOTH AT CITY HALL AND AT THE LEATHER CITY COMMON, WILL BE EXPANDED TO PROVIDE OUR CITIZENS WITH THE VERY BEST IN CULTURAL PROGRAMS.

WE WILL CONTINUE TO EXPAND OUR TOTAL QUALITY MANAGEMENT PROGRAM THIS YEAR TO CONVINCE ALL OF OUR EMPLOYEES THAT THEY HAVE A RESPONSIBILITY TO THE COMMUNITY AND THEMSELVES TO BE THE VERY BEST THEY CAN.

AS REQUIRED BY LAW, WE WILL BE RE-EVALUATING ALL PROPERTIES IN THE CITY THIS YEAR. I AM PLEASED TO REPORT THAT BASED ON SALES OF PROPERTY THIS PAST YEAR, OUR PROPERTY VALUES HAVE INCREASED 6%. THIS IS A CLEAR INDICATION THAT A DEMAND FOR HOUSING EXISTS IN PEABODY AND AT THE SAME TIME PROTECTS YOUR INTEREST IN YOUR HOMES AND BUSINESSES.

THE DEPARTMENT OF PUBLIC SERVICES PLAYS AN IMPORTANT ROLE IN THE QUALITY OF LIFE IN OUR COMMUNITY. THIS PAST YEAR, ASIDE FROM THE DAY TO DAY OPERATIONS OF WATER, SEWER, TRASH COLLECTIONS, ETC., THEY ALSO MANAGED OVER \$500,000 DOLLARS OF STREET AND SIDEWALK CONSTRUCTION. WE HAVE FINISHED THE CITY-WIDE INSTALLATION OF REMOTE WATER METERS AND THIS YEAR WE WILL COMPUTERIZE THE SYSTEM IN AN EFFORT TO IMPROVE THE EFFICIENCY OF THIS OPERATION. WE ARE ALSO PLANNING TO CONTINUE OUR STREET AND SIDEWALK PROGRAM AND WILL BE ALLOCATING \$500,000 DOLLARS FOR THIS PROGRAM.

IN THE AREA OF PUBLIC SAFETY, WE HAVE BEEN ABLE TO SUSTAIN OUR LEVELS OF MANPOWER, AND ALSO PROVIDE OUR PEOPLE WITH THE NECESSARY EQUIPMENT TO DO THEIR JOB. IN COMPARISON SIX (6) FIRE DEPARTMENTS IN SURROUNDING CITIES IN ESSEX COUNTY HAVE COLLECTIVELY REDUCED THEIR MANPOWER BY 295 PEOPLE OR 31%. IN ADDITION, FOUR (4) SURROUNDING CITIES HAVE SEEN A REDUCTION IN POLICE OF 50 PEOPLE OR 12%. IT IS MY GOAL TO CONTINUE TO IMPROVE OUR DEPARTMENTS, BY PROVIDING THEM WITH ADEQUATE MANPOWER AND THE BEST OF EQUIPMENT.

AS WE CLOSE THE BOOK ON THE LAST TWO YEARS AND START A NEW TERM I WANT TO TAKE A MOMENT TO THANK THE CITY COUNCIL, SCHOOL COMMITTEE, VARIOUS DEPARTMENT HEADS, PUBLIC OFFICIALS, BOARDS, COMMISSIONS, STATE AND FEDERAL OFFICIALS, AS WELL AS OTHER INDIVIDUALS AND GROUPS, BOTH PUBLIC AND PRIVATE, WHO HAVE ALL WORKED WELL TOGETHER TO HELP OUR CITY MAKE IT THROUGH THESE DIFFICULT TIMES.

OVER THE PAST TWO YEARS WE HAVE BEEN ABLE TO MEET THE CHALLENGES WE HAVE BEEN FACED WITH AND THINGS WILL NOT GET ANY EASIER. THE PUBLIC OFFICIALS IN THIS CHAMBER TONIGHT HAVE BEEN PUT IN A POSITION OF TRUST BY THE CITIZENS OF OUR CITY TO PROVIDE STRONG LEADERSHIP AND CREATE THE DYNAMICS THAT ALLOW US TO BE A VIBRANT COMMUNITY.

I WOULD LIKE TO TAKE A MOMENT TO REFLECT BACK TO APRIL 14,

1979, NEARLY FIFTEEN (15) YEARS AGO, WHEN I GAVE MY FIRST INAUGURAL ADDRESS. WHEN GLANCING THROUGH IT, I NOTICED TWO STATEMENTS THAT I FELT STRONGLY ABOUT AND I BELIEVE BEAR REPEATING TONIGHT. THEY HAVE BEEN THE CORNERSTONES OF THIS ADMINISTRATION. THE FIRST STATEMENT READS, "I DO NOT PROMISE MIRACLES, BUT REST ASSURED A NEW COURSE OF DIRECTION WILL BE SET FOR OUR CITY, WITH A NEW BEGINNING AND A NEW IMAGE."

THE SECOND READS, "THE COST OF RUNNING GOVERNMENT HAS GROWN A LOT FASTER THAN THE ABILITY OF THE TAXPAYERS TO KEEP PACE, THEREFORE I BELIEVE AN ORDERLY STREAMLINING OF GOVERNMENT MUST TAKE PLACE. THE SHORT TERM PROSPECTS FOR TAX RELIEF ARE NOT BRIGHT, BUT MY GOAL IS TO SET A COURSE OF ACTION THAT WILL ENABLE US TO STABILIZE OUR TAX RATE IN THE FUTURE." IT IS WITH A DEEP SENSE OF PRIDE THAT I STAND BEFORE YOU TONIGHT AND HUMBLY SAY, MISSION ACCOMPLISHED ON BOTH COUNTS.

YOU HAVE HONORED ME ONCE AGAIN BY PLACING YOUR TRUST IN ME AND ALLOWING ME TO BE THE LEADER OF OUR COMMUNITY. FOR THAT I AM ENORMOUSLY GRATEFUL AND ETERNALLY INDEBTED. IN RETURN, I PROMISE TO CONTINUE TO PROVIDE THE TYPE OF LEADERSHIP THAT WILL MAKE YOU BELIEVE THAT YOUR CONCERNS ARE MINE. LEADERSHIP THAT IS STRONG BUT ALSO CARING, BOLD BUT ALSO TOLERANT. LEADERSHIP AS I DEFINE IT DOES NOT MEAN BEING ALL THINGS TO ALL PEOPLE AND MAKING PROMISES I CANNOT FULFILL.

**RATHER IT MEANS MAKING DIFFICULT DECISIONS IN THE BEST INTEREST
OF THE CITY AS OPPOSED TO THE INTEREST OF A SELECT FEW. I STAND
BEFORE YOU TONIGHT TO TELL YOU I AM PREPARED TO PROVIDE THAT
TYPE OF LEADERSHIP. THANK YOU, AND GOD BLESS YOU ALL.**

